

SULLIVAN COUNTY, NEWPORT, NH

Request for Submittal of Qualifications (RFQ) for a Business Plan \ Feasibility Assessment

Introduction

The Sullivan County Board of Commissioners is requesting proposals from qualified consultants to assist County officials in preparing a Business Plan Feasibility Assessment in support of a potential forthcoming senior care and assisted living facility. The study will focus on the following: the assessment of capital investment, operating and management scenarios and the overall financial feasibility of the proposed facility.

Background

The County of Sullivan, its Board of Commissioners and the County delegation have managed and operated the County's nursing home (Sullivan County Health Care) at the County Complex in Unity, NH since 1939. The County has a license from the State of New Hampshire to provide nursing home beds for 156 persons, with a high number falling into the low and very low-income category. At present, Sullivan County Health Care has an occupancy level of approximately 145 beds.

Since providing health care services to the elderly, those over 65 years and especially over 75 years, has significantly changed in the last 20 years, state regulators have embraced the concept of a continuum of care. In the fall of 1999, Senate Bill 409, now Chapter 151, became law and expanded the concept of "continuum of care by adding mid-level care, including but not limited to assisted living and residential care services." This legislation encourages those facilities eligible for Medicaid reimbursement for nursing care services to consider more appropriate and less costly mid-level and community-based care, such as assisted living facilities. Chapter 151-E: 2 define the terms as:

Mid-level care: Care provided in an assisted living facility, congregate housing, or residential care facility under the medicaid waiver and

Residential care facility: A facility, including a supported residential care facility, which provides services to two or more individuals, beyond room and board care, in a residential setting, as an alternative to nursing facility care, which offers residents home-like living arrangements, social, health, or medical services, including but not limited to, medical or nursing supervision, or medical care or treatment by appropriately trained or licensed individuals, assistance in daily living, or protective care.

Chapter 151 along with the State's Long Term Health Care Plan encourages a reduction in the number of nursing home beds and fosters less costly residential and home-based

care. The plan's target is to have about 40 nursing home beds per 1,000 persons 65 years and older.

Today, as Sullivan County finds itself in a changing and more complex health care environment, the County seeks additional information on the opportunities for the County to become involved in providing an assisted living facility. Other New Hampshire counties have studied and implemented similar programs. As a result, the Sullivan County Board Commissioners contracted with Clough Harbour & Associates LLP to determine the market feasibility of establishing this type of facility at the County complex in Unity, NH. This study examined the existing health care environment, market trends, population and income data for seniors, existing conditions for assisted living in the market area (Sullivan County, NH and Windsor County, VT). This study is available and should be incorporated as a tool with the proposed "Business Plan Feasibility Assessment." The "Clough Harbour Study" can be viewed on the Sullivan County web site; (www.sullivancountynh.gov).

Proposed Project

The selected consultant will be required to produce written, graphic and digital documentation for a Business Plan Feasibility Assessment for an assisted living complex (**range thirty (30) – fifty (50) beds**). The consultant will work closely with the management team from the County to formulate said study. The Scope of Work will include the following:

1. A summary report with financials to document assumptions related to current and future market conditions.
2. Recommended management \ organizational structure with support assumptions; the pro's, and con's with a final recommendation regarding a public venture or a public \ private partnership.
3. Financial Documentation; a three (3) year pro forma that will include but not be limited to revenue projections, operating budget, start up costs and capital costs.

Deliverables

Six (6) bound copies and one (1) unbound copy of an Administrative Draft will be required by April 28, 2006. Six (6) bound copies and an electronic CD copy of the final report will be submitted by May 12, 2006.

Qualifications

Prospective consultants should assemble a team that has the following qualifications:

1. Outstanding credentials in healthcare management including but not limited to community retirement, assisted living and nursing home administration.
2. Knowledge and familiarity with Medicaid, Medicare and various systems of provider payment.

3. Exceptional qualifications in developing business \ operational plans for assisted living, community retirement and in general the health care industry.
4. Demonstrated experience in developing implementation plans and cost analyses.

Highest consideration will be given to consultants with a demonstrated understanding of assisted living services, operating logistics and pro forma; methodologies, familiarities with Federal funding programs and the regulatory demands of the health care industry.

Proposed Format

The Sullivan County Assisted Living Business Plan \ Feasibility Assessment proposals should be concise and contain the following sections:

1. **Introduction** – Describe the mission of the firm and areas in which the firm excels. Describe what is unique about the firm and its goals and objectives.
2. **Approach** – Describe the specific techniques to be employed. Outline the anticipated work plan and schedule. Describe how your team will work with the elected and appointed officials of Sullivan County.
3. **Statement of Qualifications and Relevant Professional Experience** – Provide names, professional experience and educational background of each team member who will be working on this project. Please include all sub-consultants, if applicable.
4. **Project Experience** – List projects in chronological order in which team members were involved. Indicate whether the project was completed by the firm or by the team member when employed by another firm.
5. **References** – Provide names, addresses and telephone numbers of previous clients who can evaluate other projects performed by your firm.
6. **Fee Proposal** – Provide one (1) copy of the total fee proposal with supporting details in a separate clearly identified sealed envelope. Estimates should be a lump sum not to exceed amount that includes all fees, expenses and services required to complete this project.

The Fee Proposal shall include a “Schedule of Values” outlining the anticipation of payments.

Selection Process

All proposals will be examined for merit and ranked by a screening committee according to quality and responsiveness to the “Proposed Format.” The top proposals will be placed on a short list of finalists and will be called for interviews. Team members giving

the presentation shall consist of those who will actually direct and complete the Business Plan \ Feasibility Assessment.

Schedule for Firm Selection

- | | |
|---------------------------------|-------------------|
| • Announcement of RFQ | February 14, 2006 |
| • Proposals Due | March 8, 2006 |
| • Interview and Final Selection | March 14, 2006 |

Submittal Instructions

Six (6) copies of the proposal materials and one (1) copy of the fee proposal shall be submitted by 4:00 PM on March 8, 2006. Please submit your proposal to:

The Sullivan County Board of Commissioners
c/o Ed Gil de Rubio, County Manager
14 Main Street
Newport, NH 03773

Tel: 603.863.2560
Fax: 603.863.9314